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UNITED STATES DEPARTMENT OF AGRICULTURE  
BUREAU OF BIOLOGICAL SURVEY  
Washington, D. C.

November 12, 1923.

MEMORANDUM TO BUREAU OFFICIALS REGARDING THE PREPARATION OF  
SEMI-ANNUAL EFFICIENCY REPORTS OF CLERICAL EMPLOYEES.

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A new individual efficiency rating form, based upon the rating system established by the Bureau of Efficiency, is now in use in the Department and, until further notice, Bureau officials will use it in preparing semi-annual efficiency rating reports for their clerical assistants. The form is believed to be sufficiently self-explanatory to permit of its preparation without difficulty, if the instructions printed thereon are followed.

The form provides for a percentage rating under two main headings, namely, "quantity of work" and "quality of work." It will be noted that under "quantity of work," the maximum rating obtainable is 135%, and under "quality of work," the maximum is 100%. In rating employees under this system, it is necessary to have in mind a standard.

Under "quantity of work" this standard is the quantity of work which can reasonably be expected of an employee with average ability and intelligence and is represented by the standard (average) percentage rating of 96 to 105%. A clerk who is considered as average would, therefore, be given a percentage rating which would aggregate, under the three heads (1) speed, (2) industry, (3) observance of official hours, etc., a total of from 96 to 105. An employee above this average would necessarily be rated more than 105, and one below would be rated less than 96.

In rating under "quality of work," the employee who turns out work requiring practically no corrections, changes, or checking up and who requires little direction or instruction in conducting his work is given the maximum rating of 100%. It will be seen that any falling off in "quality of work" tends to reduce the net efficiency rating of an employee, for if his quality rating were perfect (100) his net efficiency rating would be the same as his quantity rating.

It is necessary also in arriving at a just rating for an employee to take into consideration the importance of the qualifications named under each of the eight headings as they pertain to his particular work. For instance, should it be that the qualifications under (6), "Resourcefulness, planning ability, etc.," enter only slightly into the work required, it would obviously be unfair to rate the employee low because they were lacking, since the result would be to lower his general average without any good reason. Therefore, where the particular qualifications are not essential to the performance of the employee's duties, he should not be rated down because he lacks them.

Under "remarks," are to be stated any facts not clearly brought out in connection with the percentage ratings which should be given consideration in arriving at the employee's relative standing.

Semi-annual ratings under the present plan will be prepared as of November 15 and May 15 of each year for the six months periods ending on these dates. Individual efficiency rating forms should be completed and turned in to the Administrative Office, or mailed from the field so as to reach Washington not later than December 1 and June 1.

W. C. Henderson

Acting Chief of Bureau.

